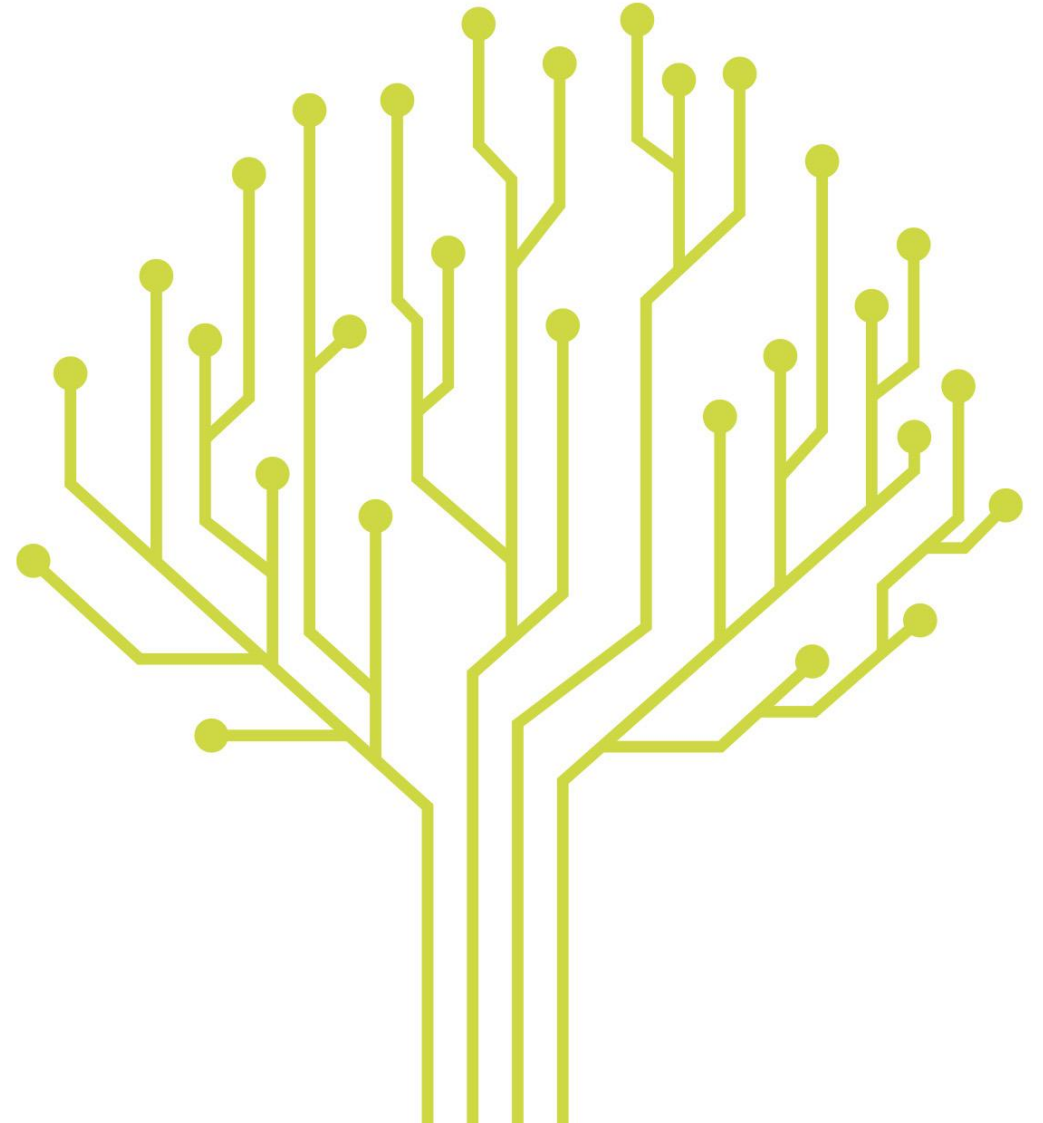




STI Gender Pay Gap Report 2025

The data for the Gender Pay Gap is based on salaries as at 01/04/2025. The data for the Gender Bonus Gap is based on bonuses from 01/04/2024 – 31/03/2025.



Introduction

From April 2017, all UK Companies that employ over 250 employees are required to annually report their Gender Pay Gap. The Gender Pay Gap is defined as the difference in the average earnings of male and female employees across the Company.

Please note, the Gender Pay Gap is **not** the same as equal pay. Equal pay looks at the pay of males and females in the same or equivalent roles. Gender Pay looks at the pay of males and females across the whole Company regardless of their role.

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Our Commitment and Calculations

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We are committed to ensuring that all employees are treated fairly and consistently, and that no employee is treated adversely due to gender or any other characteristic such as nationality, ethnicity, or age.

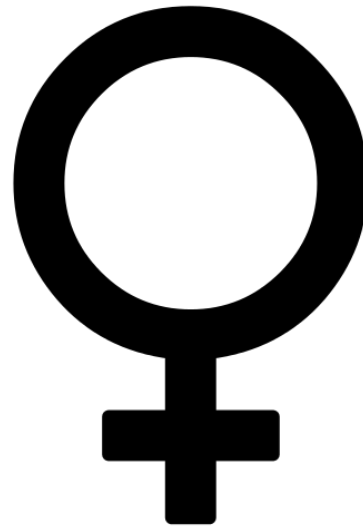
Our figures adhere to specified time periods, criteria and calculations as defined by the Gender Pay Gap legislation. We have taken all reasonable steps to ensure their accuracy. These have been calculated manually by the HR department.

As an industry, manufacturing is recognised to be male dominated. Our male / female workforce split is representative of this and will therefore affect our Gender Pay Gap figures.

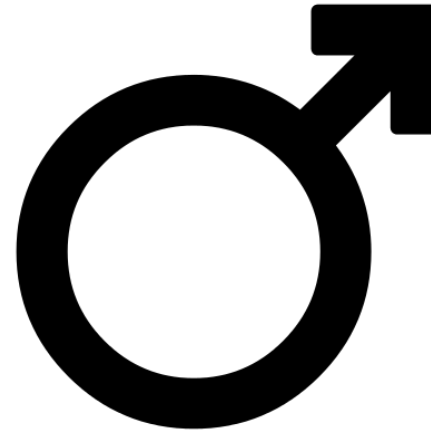
Male / Female Split



It is important to remember our calculations are based on a workforce made up of:



32% female



68% male

Gender Pay Gap

% difference between male and female employees' pay

	STI Gender Pay Gap 2025	STI Gender Pay Gap 2024	STI Gender Pay Gap 2023
Mean	19.54% lower	22.91% lower	16.97% lower
Median	16.38% lower	19.38% lower	14.11% lower

This means that females are paid 19.54% (mean) / 16.38% (median) lower than males.

Our Gender Pay Gap has decreased compared to the 2024 statistics.

Our Gender Pay Gap exists as more males tend to hold the higher paid roles such as Directors, Managers, and Engineers.

Gender Bonus Gap

% difference between male and female employees' bonus

	STI Gender Bonus Gap 2025	STI Gender Bonus Gap 2024	STI Gender Bonus Gap 2023
Mean	-36.04%	33.77% lower	84.15% lower
Median	16.67% lower	0% lower	25% lower

This means that females' bonuses are 16.67% (median) lower than males, which has increased since 2024. The mean has decreased compared to recent years due to the removal of most of the commission paid roles and we have paid less bonuses in the last year. However, the -36.04% (mean) shows that women's bonuses for 2025 was higher than that of the men's bonuses.

Gender Bonus Gap calculations include elements such as Long Service Awards, Referral Bonuses, Reward & Recognition, Commission and Bonus payments. Our Gender Bonus Gap figure may be seen as skewed due to commission and bonus figures mostly paid to males.

Gender Bonus Gap

% of male and female employees who received a bonus

	STI employees who received a bonus 2024 - 2025	STI employees who received a bonus 2023 - 2024	STI employees who received a bonus 2022 - 2023
Males	14.17%	9.86%	16.10%
Females	12.61%	13.11%	18.66%

Our Gender Bonus Gap figure (males & females receiving a bonus) shows that these bonus payments have been equally paid when applicable, with more females receiving a bonus than males in previous years.

However, the high value bonuses are typically those relating to commission which are mostly paid to males, hence the mean and median Gender Bonus Gap reflect a higher gap when bonuses are paid.

Gender Pay Gap Quartiles

% of male and female employees in pay quartiles

	STI Quartiles 2025	STI Quartiles 2024	STI Quartiles 2023
Lower Quartile	Males = 52% Females = 48%	Males = 50% Females = 50%	Males = 61% Females = 39%
Lower Middle Quartile	Males = 57% Females = 43%	Males = 59% Females = 41%	Males = 58% Females = 42%
Upper Middle Quartile	Males = 76% Females = 24%	Males = 77% Females = 23%	Males = 82% Females = 18%
Upper Quartile	Males = 81% Females = 19%	Males = 84% Females = 16%	Males = 82% Females = 18%

Gender Pay Gap Quartiles

The manufacturing industry is male dominated. The average manufacturing Company is made up of 85% male and 15% female (Make UK, 2017). Our workforce split of 68% male and 32% female is therefore better than industry standard however still reflects a male dominance, and each quartile is always likely to include more males due to this.

As of the fourth quarter of 2024, there were approximately 1.9 million men employed in the manufacturing sector in the UK, compared with 738,000 women since 2000 (Statista, 2025).

Over the next couple of slides, we can see that females are under-represented in the Upper Quartile, and this reflects less females occupying the more senior roles within the Company.

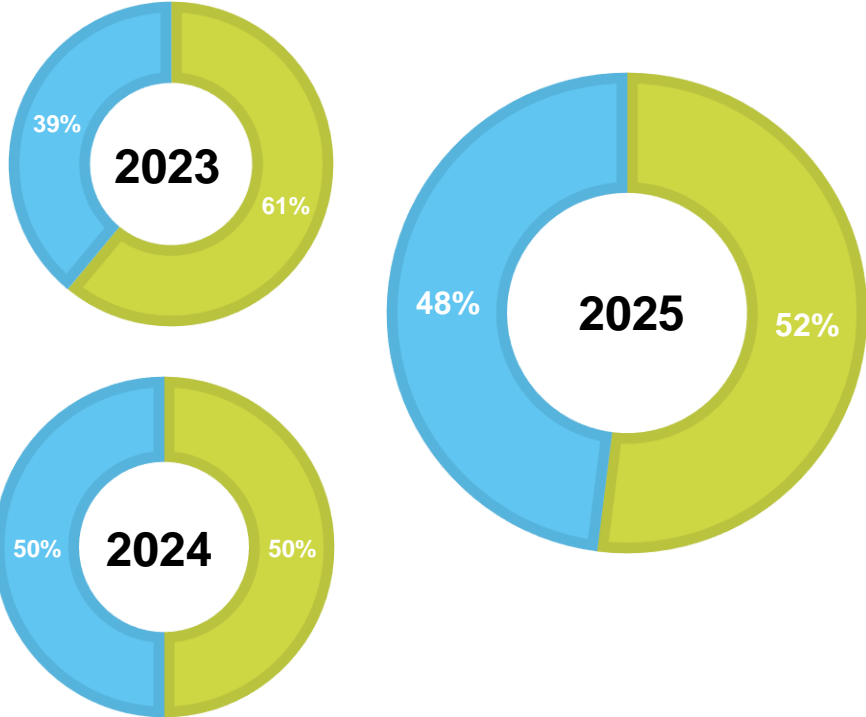
● = Male

● = Female

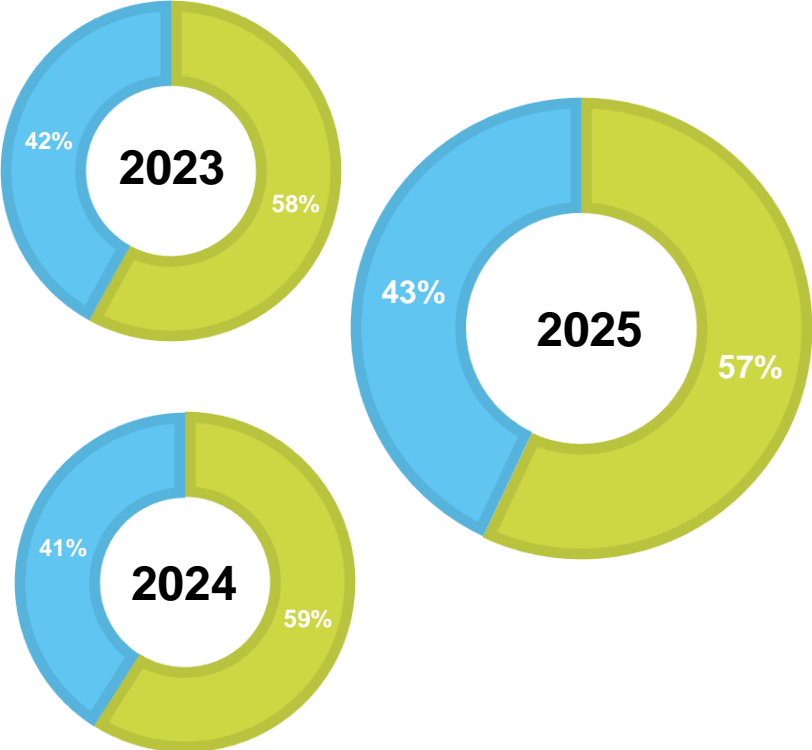
Gender Pay Gap Quartiles

% of male and female employees in pay quartiles

Lower Quartile



Lower Middle Quartile

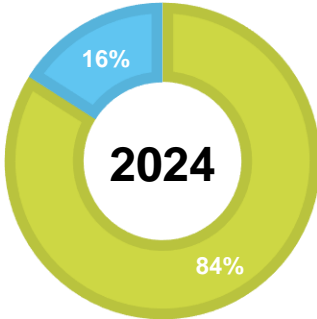
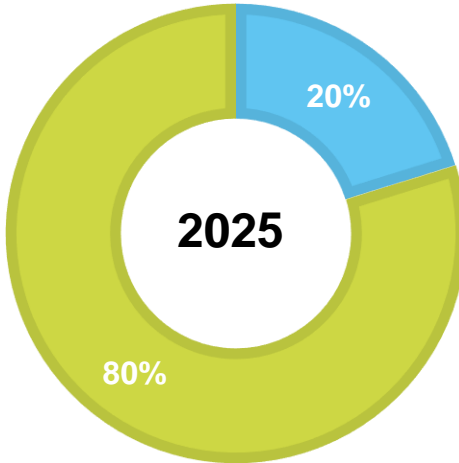
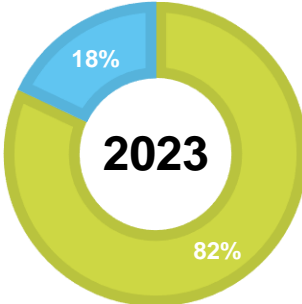
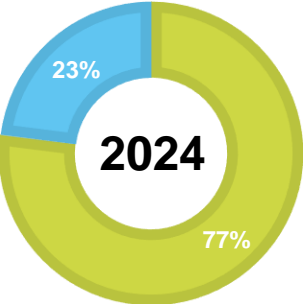
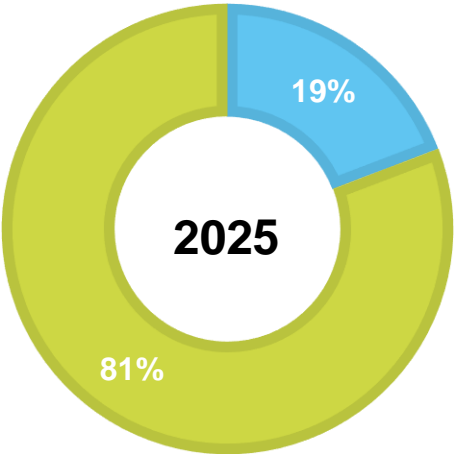
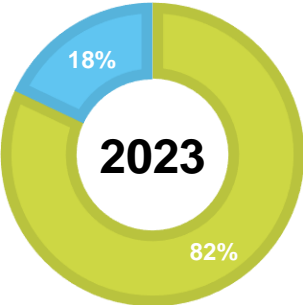


Gender Pay Gap Quartiles

% of male and female employees in pay quartiles

Upper Middle Quartile

Upper Quartile



Commitments

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As previously mentioned, we are committed to ensuring that all employees are treated fairly and consistently and that no employee is treated adversely due to gender or any other characteristic such as nationality, ethnicity, or age. In our Gender Pay Gap Report 2017, we made several commitments, all of which we have followed through to the best of our ability and will continue to do so. This includes:

- **Promoting careers in STEM**
- **Ensuring fairness in pay structures**
 - **Promoting internal progression**
 - **Reviewing recruitment practices**
 - **Offering flexible working practices**
- **Reviewing diversity, equity and inclusion**

Read on to find out more about these commitments.

Commitments

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Promoting Careers in STEM:

It is recognised that in the UK fewer females study STEM subjects (Science, Technology, Engineering and Maths). This will inevitably affect our industry. We will continue to promote careers in our industry and open opportunities for careers in our industry where applicable. This includes working with schools, providing work experience placements, accommodating internships, and recruiting graduates. This will apply to males and females equally.

Ensuring Fairness in Pay Structures:

We launched a Grading structure and will continue to work on ensuring this provides clear, transparent, and fair pay structures aligned to grades.

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Promoting Internal Progression:

We are proud of the many examples and opportunities there are for internal progression within the Company. We will continue to promote internal progression and open opportunities for internal progression where applicable. We will ensure all internal progression decisions are based solely on merit and ability, not gender or any other characteristic.

Reviewing Recruitment Processes:

We will continually review our Recruitment Policy, processes and training that will be provided to those who carry out recruitment. This will be to ensure that all recruitment processes and decisions are based solely on merit and ability, not gender or any other characteristic. This includes ensuring we use skills-based assessments and structured interviews where applicable.

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Offering Flexible Working Practices:

It is recognised that childcare responsibilities can hinder progression within the workplace, especially for females. We will continue to offer flexible working practices such as the Flexible Working Policy and Shared Parental Leave, both of which apply to males and females. This will promote flexible working and childcare responsibilities for both males and females.

Reviewing Diversity, Equity and Inclusion:

We will ensure we have a Diversity, Equity and Inclusion Policy that focuses on gender equality as well as ensuring that no employee is treated adversely due to any other characteristic.

Chief Restructuring Officer's Statement

sti

“We confirm that once again our published figures are true and accurate to the best of our knowledge. We at STI are committed to ensuring fairness and equality in the workplace based on all characteristics, specifically gender when referring to the gender pay gap. Our commitment to best practice extends to all protected characteristics, this includes age, disability, race, religion or belief, sexual orientation, marriage and civil partnership, maternity, and pregnancy. We believe in recruiting and retaining the right people in the right roles for the business and will continue to drive through our commitments to ensure we have fair practices for all”.



Tim Hair, 1st April 2025